

AGENDA

LONDON & MIDDLESEX COMMUNITY HOUSING (LMCH)

Board of Directors Meeting

Corporate Boardroom
1299 Oxford Street East, Unit 5C5
London, Ontario, N5Y 4W5

Thursday, December 16, 2021

5:30 PM – 6:15 PM

Board Members:

Aynsley Anderson

Gary Bezaire

Tammy Brooks

Shellie Chowns

Adrian Cornelissen

Shawn Lewis

John Millson

Josh Morgan

Directors:

Andrea Mackenzie

Phil Renaud

Diana Taplashvily

CEO:

Paul Chisholm

Item	Pg.	Lead	Time
1. Call to Order		S. Chowns	5:30
2. Recognition of Indigenous Peoples and Lands Statement		S. Chowns	
3. Completion and Acceptance of Agenda		S. Chowns	
4. Disclosure of Interest			5:35
5. Approval of Minutes of Previous Meetings a. November 18 21, 2021 Public Minutes		S. Chowns	
6. Communications a. December 8, 2021 Letter from City Clerk re Director Vacancies		S. Chowns	
7. Delegations none			
8. Presentations none			
9. Consent Agenda Items a. Staff Report 2021- 64 CEO Report b. Staff Report 2021 - 65 Vacancy Update c. Staff Report 2021 - 72 Community Engagement Update		P. Chisholm	5:50
10. Reports and Business a. Staff Report 2021-66 2021 Audit Engagement b. Staff Report 2021-67 Contract Award – Security Services c. Staff Report 2021-68 Contract Award – Generator Replacement 30 Baseline d. Staff Report 2021-69 Contract Award – Generator Replacement 30 Baseline e. Staff Report 2021 -70 Contract Award - Energy Management System f. Staff Report 2021-71 Staff Pay Increase g. Staff Report 2021-73 2022 Board Workplan		P. Chisholm	
h. New Business / Enquiries		S. Chowns	
11. Meeting Adjournment		S. Chowns	6:15
12.			

Recognition of Indigenous Peoples and Lands Statement

We would like to begin by acknowledging that we are on Indigenous land that has been inhabited by Indigenous peoples for thousands of years.

We acknowledge the traditional territory of the Ashinaabe¹, Haudenosaunee², Attawandaron³, and Wendat⁴ peoples. This area was originally governed by the Three Fires Confederacy.⁵

We recognize and respect the relationships between the three First Nations groups of the land of City of London, & Middlesex County:

Chippewa of the Thames First Nation⁶,
Oneida Nation of the Thames⁷, and
Munsee-Delaware Nation⁸.

¹ (Ah-nish-na-baye)

² (Ho-deh-no-show-nee)

³ (At-ta-won-da-ron)

⁴ (Wan-dat)

⁵ consisting of the Odawa (O-dow-wa), the Pottawatomi (Pott-a-wat-omi), and the Ojibway (O-jib-way).

⁶ part of the Anishinaabe

⁷ part of the Haudenosaunee

⁸ part of the Leni-Lunaape



BOARD OF DIRECTORS MEETING MINUTES

November 18, 2021, at 5:30 p.m.
London & Middlesex Community Housing
Boardroom, 1299 Oxford Street East, Unit 5C5, London, Ontario, Canada

Board Members in Attendance:

Shellie Chowns, Chair

Aynsley Anderson*

Adrian Cornelissen*

John Milson*

Josh Morgan*

Tammy Brooks*

Gary Bezaire*

Senior Leadership in Attendance:

Paul Chisholm, CEO

Andrea Mackenzie, Director of Tenant Services

Diana Taplashvily, Director of Finance & Corporate Services

Phil Renaud, Director of Property Services & Asset Management

Sileny Chamorro, Temporary EA & Secretary

* *Virtual Attendance via Zoom*

1. Call to Order	S. Chowns called the meeting to order at 5:36 p.m.
2. Recognition of Indigenous Peoples and Lands	S. Chowns provided the recognition address at 5:28 p.m.: <i>We would like to begin by acknowledging the treaty territory of the Anishinaabeg, which is defined within the pre-confederation treaty known as the London Township Treaty of 1796. Throughout time, this region has also become the current home to the Haudenosaunee and Leni-Lenape Nations.</i>
3. Completion and Acceptance of the Agenda	Regarding the completion and acceptance of the agenda, J. Morgan moved, A. Cornelissen seconded that the agenda BE ACCEPTED and APPROVED as presented. APPROVED at 5:38 p.m.
4. Disclosures of Interest	S. Chowns called for conflict of interest declarations with respect to the agenda. No conflicts of interest declared at 5:39 p.m.

<p>5. Approval of Board Meeting Minutes dated October 21, 2021</p>	<p>Regarding the Board Meeting Minutes of October 21, 2021, A. Cornelissen moved, J. Morgan seconded that the Minutes BE APPROVED.</p> <p>CARRIED at 5:39 p.m.</p>
<p>6. Communications</p>	<p>n/a</p>
<p>7. Delegations</p>	<p>n/a</p>
<p>8. Presentations</p> <p>a. CHMC Co-Investment Program Project Plan</p>	<p>P. Chisholm presented the CHMC Co-Investment Program Project Plan, to provide background & update Board on the agreement. A. Cornelissen asked re: county funding, and was referred to City for further budgetary information. Presentation ended at 5:58 p.m.</p>
<p>9. Consent Items</p> <p>a. Staff Report 2021-BOD-63 CEO Report</p> <p>b. Staff Report 2021-BOD-58 '22 Board Meeting Schedule</p> <p>c. Staff Report 2021-BOD-53 Vacancy Management</p> <p>d. Staff Report 2021-BOD-57 TAC Briefing</p> <p>e. Staff Report 2021-BOD-59 Reimagine Southdale Update</p> <p>f. Staff Report 2021-BOD-55: KPIs</p>	<p>a. Regarding Staff Reports <i>a. to g.</i>, J. Millson moved, and G. Bezaire seconded that all reports BE APPROVED at 6:03. MOTION PASSED at 6:29 p.m.</p> <p>b. Regarding Staff Reports <i>a. to g.</i>, J. Millson moved, and G. Bezaire seconded that all reports BE APPROVED at 6:03. MOTION PASSED at 6:29 p.m.</p> <p>c. Regarding Staff Reports <i>a. to g.</i>, J. Millson moved, and G. Bezaire seconded that all reports BE APPROVED at 6:03. MOTION PASSED at 6:29 p.m.</p> <p>d. Regarding Staff Reports <i>a. to g.</i>, J. Millson moved, and G. Bezaire seconded that all reports BE APPROVED at 6:03. MOTION PASSED at 6:29 p.m.</p> <p>e. Regarding Staff Reports <i>a. to g.</i>, J. Millson moved, and G. Bezaire seconded that all reports BE APPROVED at 6:03. MOTION PASSED at 6:29 p.m.</p> <p>f. Regarding Staff Reports <i>a. to g.</i>, J. Millson moved, and G. Bezaire seconded that all reports BE APPROVED at 6:03. MOTION PASSED at 6:29 p.m.</p>

<p>g. Staff Report 2021-BOD-2021-56: Q3</p> <p>h. Staff Report 2021-BOD-57: Upgrade to Property Management Software</p> <p>i. Staff Report 2021-BOD-54 Tenant Director Resignation</p> <p>j. Staff Report 2021-BOD-61 RFP Award Roof Evaluation</p>	<p>g. Regarding Staff Reports <i>a. to g.</i>, J. Millson moved, and G. Bezaire seconded that all reports BE APPROVED at 6:03. MOTION PASSED at 6:29 p.m.</p> <p>h. Regarding Staff Report 2021-BOD-56, requesting motion to approve following recommendations to enter into agreement, to enter into transition services agreement, and to authorize staff to take necessary actions: G. Bezaire moved, and A. Anderson seconded that the report BE APPROVED. MOTION PASSED at 6:33 p.m.</p> <p>i. Regarding Staff Report 2021-BOD-57, requesting motion to approve report recommendations: G. Bezaire moved, and A. Cornelissen seconded that the report BE APPROVED. MOTION PASSED at 6:36 p.m.</p> <p>j. Regarding Staff Report 2021-BOD-54, requesting recommendation to approve reward, and to authorize staff: A. Cornelissen moved, and G. Bezaire seconded that the report BE APPROVED. MOTION PASSED at 6:38 p.m.</p>
<p>10. In Camera</p> <p>a. Solicitor-Client Privileged Advice</p>	<p>a. A matter pertaining to advice with is subject to solicitor-client privilege and communications necessary to that purpose. See In Camera Minutes for further details.</p>
<p>11. Reports and Business</p> <p>a. Staff Report 2021-BOD-60 CMHC Approval Request</p>	<p>a. Regarding Staff Report 2021-BOD-60, CMHC Approval Request J. Millson moved, and T. Brooks seconded that the report BE APPROVED. MOTION PASSED AT 7:11 p.m.</p>
<p>12. New Business</p>	<p>n/a</p>
<p>13. MEETING ADJOURNMENT</p>	<p>G. Bezaire moved, and J. Millson seconded that the meeting BE ADJOURNED. MOTION PASSED AT 7:11 p.m.</p>

Shellie Chowns, Chair

Paul Chisholm, CEO



London
CANADA

P.O. Box 5035
300 Dufferin Avenue
London, ON
N6A 4L9

December 8, 2021

P. Chisholm
Chief Executive Officer
London & Middlesex Community Housing
pchisholm@lmch.ca

I hereby certify that the Municipal Council, at its meeting held on December 7, 2021 resolved:

That the following actions be taken:

- a) Councillor S. Lewis BE APPOINTED to the London and Middlesex Community Housing for the term ending November 14, 2022; and,
- b) the City Clerk BE DIRECTED to bring forward applications to be considered to fill the tenant vacancy at a future meeting of the Strategic Priorities and Policy Committee;

it being noted that the Strategic Priorities and Policy Committee received a communication dated November 22, 2021 from P. Chisholm, Chief Executive Officer, London & Middlesex Community Housing with respect to this matter. (4.3/18/SPPC) (2021-C12)

C. Saunders
City Clerk
/hw

cc: Councillor S. Lewis
B. Westlake-Power, Deputy City Clerk
M. Schulthess, Deputy City Clerk

The Corporation of the City of London
Office: 519-661-2489 ext. 4599
Fax: 519-661-4892
www.london.ca

STAFF REPORT 2021- 64

TO: LMCH Board of Directors

FROM: Paul Chisholm, Chief Executive Officer

SUBJECT: CEO Update

DATE: December 16, 2021

PURPOSE:

The purpose of the report is to provide updates to the Board on the status of key initiatives previously approved, introduce items that may come before the Board in future meetings and to provide updates on meetings, events or operational activities that may be of interest to the Board.

RECOMMENDATION:

That the CEO Update report **BE RECEIVED** for information.

UPDATES:

Government Relations & Sector Engagement

Middlesex County Council invited staff from the City of London and LMCH to provide an update on housing services and supports within the service area. City of London staff provided an update and along with LMCH was available to answer questions. LMCH provided information to the Council on the CMHC Co-Investment Program as well as the approach to capital repair and investment in LMCH properties in the County. The information was well received.

LMCH presented an update to the London Housing Advisory Committee on Wednesday December 8. General organizational updates were provided including the CMHC Co-Investment Program, capital investment, Reimagine Southdale and increasing staffing to support service delivery in the community. Discussions about accessibility, the complaint process and development of new housing took place after the overview was provided.

General Updates

LMCH is currently working closely with the City of London and Housing Development Corporation to put a property management agreement in place between LMCH and HDC for the HDC property at 122 Baseline. LMCH will get more details on the requirements and will be completing a site tour on

December 14, 2021. LMCH will provide an update at the January Board Meeting on the outcome of the negotiations.

The Reimagine Southdale Project continues to move forward. The initial meetings with City Staff have taken place, the Architect has provided some initial drawings and high-level costing for the project has been provided. LMCH staff will be reviewing the submissions and providing feedback to the Architect in the coming weeks.

Staffing Updates

Work continues to fill vacant positions at LMCH. This includes vacancies created through attrition as well as new positions created through Business Case # 19.

Several staff have accepted roles at LMCH since the last meeting:

- Brenda Kernohan returned from retirement temporarily in the role of Tenant Service Coordinator as a replacement for Megan Malouin who has started in the role of Vacancy Coordinator for LMCH;
- Josh Drewitt will join LMCH on a temporary contract as a Community Relations Worker on December 13, 2021
- Sarabjit Singh will join LMCH as a permanent Business Analyst on December 15, 2021

There are a number of active recruitments underway:

- Housing Stability Case Coordinator (permanent)
- IT Coordinator (permanent)
- Maintenance Repair (permanent & temporary)
- Tenant Services Coordinator (permanent)
- Community Safety Specialist (permanent)
- System Navigator (temporary)
- Executive Assistant (permanent)

PREPARED BY:
PAUL CHISHOLM CHIEF EXECUTIVE OFFICER

STAFF REPORT 2021 – 65

TO: Board Property & Tenant Services Committee

FROM: Phil Renaud, Director of Assets and Property Services & Andrea Mackenzie, Director of Tenant Services

SUBJECT: Vacancy Management Update

DATE: December 16, 2021

RECOMMENDATION:

That the Vacancy Management Update report **BE RECEIVED** for information.

Purpose:

To update the Property & Tenant Services committee regarding the status of LMCH's Vacancy Management progress with the objective of achieving a three percent (3%) total vacancy.

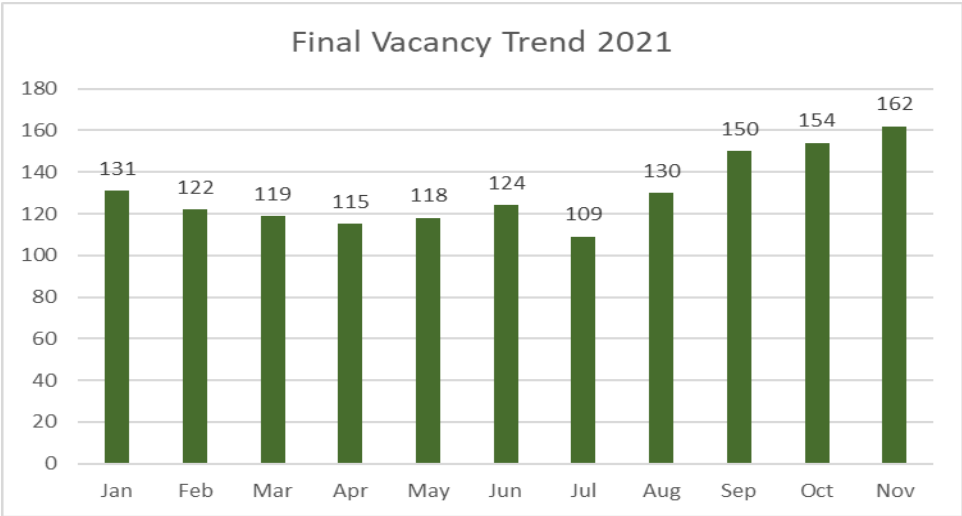
November 2021 Progress (Reported as of November 30th, 2021)

1. **Total Vacancy:** This includes all units within LMCH portfolio that are not occupied. It is inclusive of units that are Non-Rentable or in Active Restoration and Rent Ready Stock. (Target: 3%)

Total Vacancy: 5.4% or 178 units

Future Leased: 0.5% or 16 units

Final Vacancy: 4.9% or 162 units



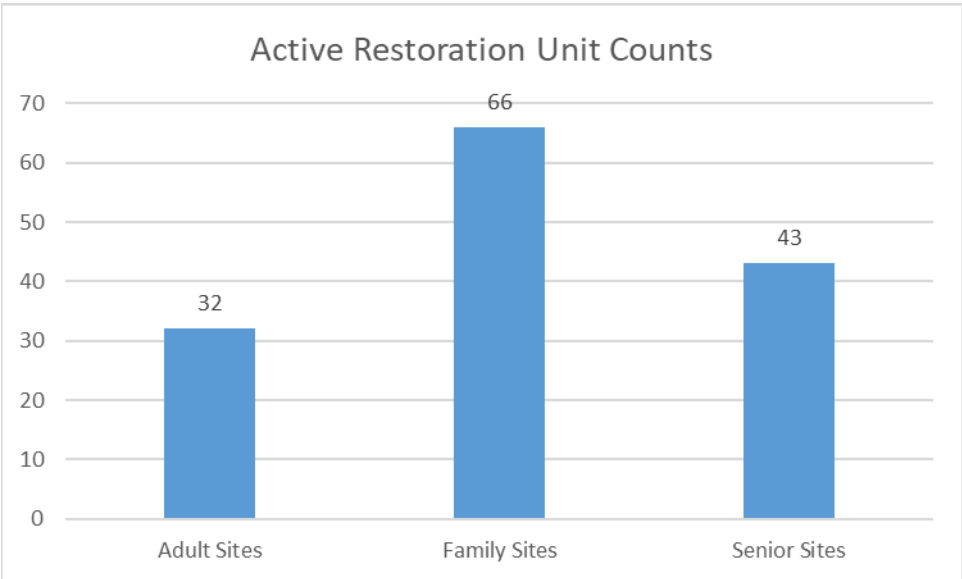
1. Non-Rentable or in Active Restoration:

The non-rentable category includes units that do not have a predictable rent ready projection date due to a construction project (e.g., units are being used for broader portfolio improvements).

Non-Rentable: 0.03% or 1 unit

The active restoration category includes all remaining units that are in pre-pest clearance as well as any units that are pest cleared and are now in active restoration. (Target: 2%)

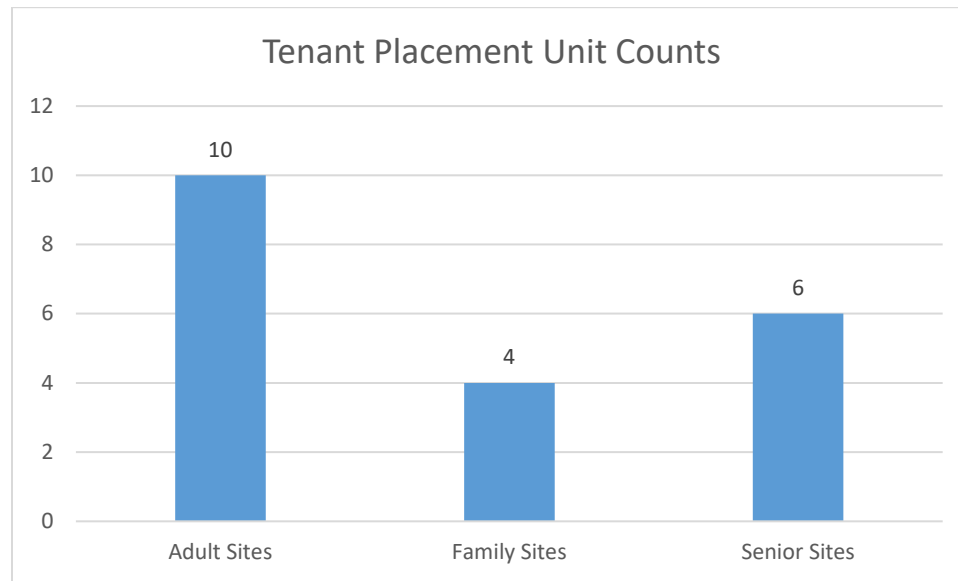
Active Restoration: 4.3% or 141 units at the end of November.



Average time the units are in Active Restoration Stock as of November 30th, 2021: 89 days.

- 2. Active Rental Stock:** These are all units that are rent ready and available to offer. Units leave this category when they are future leased or leased (when the actual lease is signed and keys are handed to the new tenant). (Target: 1%)

Active Rental Stock: 0.6% or 20 units at the end of November.



Average time the units are in Active Rental Stock as of November 30th, 2021: 28 days.

Restoration Updates:

A new vacancy coordinator has been hired and has been in the role for 2 weeks as of the date of this report.

A vacancy tracking spreadsheet is being populated by the vacancy coordinator to be used by all staff to understand and track vacancy restoration activity from declared vacant to rent ready.

A pre move-out inspection of units that have given notice to vacate is being conducted by PSMs to scope the needed restoration so that material can be on hand and contractors can be scheduled to be in the unit immediately upon vacancy, eliminating the scheduling delays currently seen for debris removal and initial pest control visits. (Currently averaging 24 days)

Conclusion:

LMCH had a total of 47 new units confirmed vacant in the month of November which have been added to the active restoration stock.

LMCH restored a total of 36 units during this same time-period.

LMCH leased 42 units and future leased an additional 16 during this reporting period.

PREPARED and RECOMMENDED BY:	PREPARED and RECOMMENDED BY:
PHIL RENAUD, DIRECTOR, Assets and Property Services	ANDREA MACKENZIE, Director, Tenant Services

Staff Report 2021- 66

TO: LMCH Board of Directors

FROM: Diana Taplashvily, Director Finance and Corporate Services

SUBJECT: Audit Planning report for the year ending December 31, 2021

DATE: December 16, 2021

PURPOSE:

To provide the Board of Directors KPMG's Audit Planning Report for the year ending December 31, 2021.

RECOMMENDATION:

That on the recommendation of the Director of Finance and Corporate Services the Board of Directors:

- A. RECEIVES KPMG's Audit Planning Reporting for the year ending December 31, 2021.

BACKGROUND:

Section 6.3 of the Declaration of the Sole Shareholder outlines:

"The Shareholder shall appoint an auditor (the "Auditor") which auditor shall be licensed under the Public Accountancy Act and who shall be engaged to prepare and provide the Auditor's Report, the External Auditor's Findings Report, and the Annual Information Return. The Auditor shall also be engaged to prepare a management letter for the purpose of indicating to LMCH specific ways to improve reporting and financial operations to help foster efficient management of LMCH resources. The management letter will also describe whether or not LMCH has corrected any identified deficiencies in legislative compliance and in internal controls."

In 2016, Council approved By-Law A-7458-260 appointing KPMG LLP as external auditors for the City of London including its Boards and Commissions for the next 5 years.

The audit that will be undertaken in 2021 will provide independent information for the Board of Directors to hold the LMCH administration accountable for providing stewardship over public funds and strengthen management controls.

FINANCIAL IMPACT: \$17,500

SIGNATURE:

PREPARED and SUBMITTED BY:	REVIEWED and CONCURRED BY:
DIANA TAPLASHVILY DIRECTOR FINANCE & CORPORATE SERVICES	PAUL CHISHOLM CHIEF EXECUTIVE OFFICER

Attachments:

Appendix A: KPMG Audit Planning Report for the year ended December 31, 2021.

London & Middlesex Community Housing Inc.

Audit Planning Report for the year ending
December 31, 2021

KPMG LLP

Prepared for presentation on
December 16, 2021

kpmg.ca/audit

KPMG



Table of contents

EXECUTIVE SUMMARY	1
AUDIT QUALITY: HOW DO WE DELIVER AUDIT QUALITY?	2
MATERIALITY	3
AUDIT RISKS	6
KEY MILESTONES AND DELIVERABLES	8
PROPOSED FEES	9
APPENDICES	10
APPENDIX 1: OTHER REQUIRED COMMUNICATIONS	11
APPENDIX 2: USE OF TECHNOLOGY IN THE AUDIT	12
APPENDIX 3: AUDIT AND ASSURANCE INSIGHTS	13
APPENDIX 4: CURRENT DEVELOPMENTS	14



KPMG contacts

The contacts at KPMG in connection with this report are:



Katie denBok
Lead Audit Engagement Partner
Tel: 519-660-2115
kdenbok@kpmg.ca



Dania Nabhani
Lead Manager
Tel: 519-660-2120
dnabhani@kpmg.ca

Our refreshed Values

What we believe

 **Integrity**
We do what is right.

 **Excellence**
We never stop learning and improving.

 **Courage**
We think and act boldly.

 **Together**
We respect each other and draw strength from our differences.

 **For Better**
We do what matters.

Executive summary

Audit quality

See page 2 for how we deliver audit quality and how you can measure our audit quality.

Materiality

Materiality has been established by considering various metrics that are relevant to the users of the financial statements, including net assets, total revenue and total expenses. We have determined materiality to be \$800,000.

See page 3.

Proposed fees

Proposed estimated fees for the annual audit are <\$17,500

See page 9.

Audit and business risks

Our audit is risk-focused. In planning our audit, we have identified areas of financial reporting where significant risks of material misstatement may arise. These include:

- Cash
- Accounts payable and accrued liabilities
- Deferred revenue
- Tangible capital assets

See pages 4-7.

This report is intended solely for the information and use of the Board of Directors, and management of the Entity and should not be used for any other purpose or any other party. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this report has to been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.



Audit Quality: How do we deliver audit quality?

Quality essentially means doing the right thing and remains our highest priority. Our Global Quality Framework outlines how we deliver quality and how every partner and staff member contribute to its delivery.

‘Perform quality engagements’ sits at the core along with our commitment to continually monitor and remediate to fulfil on our quality drivers.

Our **quality value drivers** are the cornerstones to our approach underpinned by the **supporting drivers** and give clear direction to encourage the right behaviours in delivering audit quality.

We define **‘audit quality’** as being the outcome when:

- audits are **executed consistently**, in line with the requirements and intent of **applicable professional standards** within a strong **system of quality controls**; and
- all of our related activities are undertaken in an environment of the utmost level of **objectivity, independence, ethics, and integrity**.



Doing the right thing. Always.

Materiality

Materiality is established to identify risks of material misstatements, to develop an appropriate audit response to such risks, and to evaluate the level at which we think misstatements will reasonably influence users of the financial statements. It considers both quantitative and qualitative factors.

To respond to aggregation risk, we design our procedures to detect misstatements at a lower level of materiality (e.g., performance materiality).

Materiality determination	Comments	Amount
Materiality	Determined to plan and perform the audit and to evaluate the effects of identified misstatements on the audit and of any uncorrected misstatements on the financial statements. The corresponding amount for the prior year's audit was \$750,000	\$800,000
Benchmark	Based on total expenses from the prior year. This benchmark is consistent with the prior year.	\$26,878,553
% of Benchmark	The corresponding percentage for the prior year's audit was 3%.	3%
Audit Misstatement Posting Threshold (AMPT)	Threshold used to accumulate misstatements identified during the audit. The corresponding amount for the previous year's audit was \$37,500. Different threshold used to accumulate reclassification misstatements.	\$40,000 \$200,000

We will report to the Board of Directors:



Corrected audit misstatements



Uncorrected audit misstatements

Audit risks

Significant risk - professional requirements

Presumption of the risk of fraud involving improper revenue recognition

Why is it significant?

This is a presumed risk of material misstatement due to fraud. We have not identified any risk of material misstatement resulting from fraudulent revenue recognition.

Our audit approach

We have rebutted this fraud risk as it is not applicable to LMCH where performance is not measured based on earnings and revenue recognition does not involve significant judgment.

Audit risks (continued)

Significant risk – professional requirements

Presumption of the risk of fraud resulting from management override of controls.

Why is it significant?

Management is in a unique position to perpetrate fraud because of its ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Although the level of risk of management override of controls will vary from entity to entity, the risk nevertheless is present in all entities. This is a presumed risk of material misstatement due to fraud. We have not identified any specific additional risks of management override relating to this audit.

Our audit approach

As this presumed risk of material misstatement due to fraud is not rebuttable, our audit methodology incorporates the required procedures in professional standards to address this risk. These procedures include testing of journal entries and other adjustments, performing a retrospective review of estimates and evaluating the business rationale of significant unusual transactions.

Audit risks

Other areas of focus

Cash

Why are we focusing here?

The dollar value of cash makes this a significant financial reporting caption.

Accounts payable and accrued liabilities

The dollar value of accounts payable and accrued liabilities makes this a significant financial reporting caption.

Our audit approach

Cash:

- Confirmation with third parties to verify the balances at year-end.
- Review of bank reconciliations and verification of significant accounting items.
- Review of financial statement disclosure.

Accounts payable and accrued liabilities:

- Update our understanding of the activities over the initiation, authorization, processing, recording and reporting of accounts payable and accrued liabilities.
- Perform a search for unrecorded liabilities.

Audit risks (continued)

Other areas of focus	Why are we focusing here?
Tangible capital assets	The dollar value of tangible capital assets makes this a significant reporting caption.
LMCH funding	The dollar value and the complex nature of the funding/ debt makes this a significant area of focus

Our audit approach

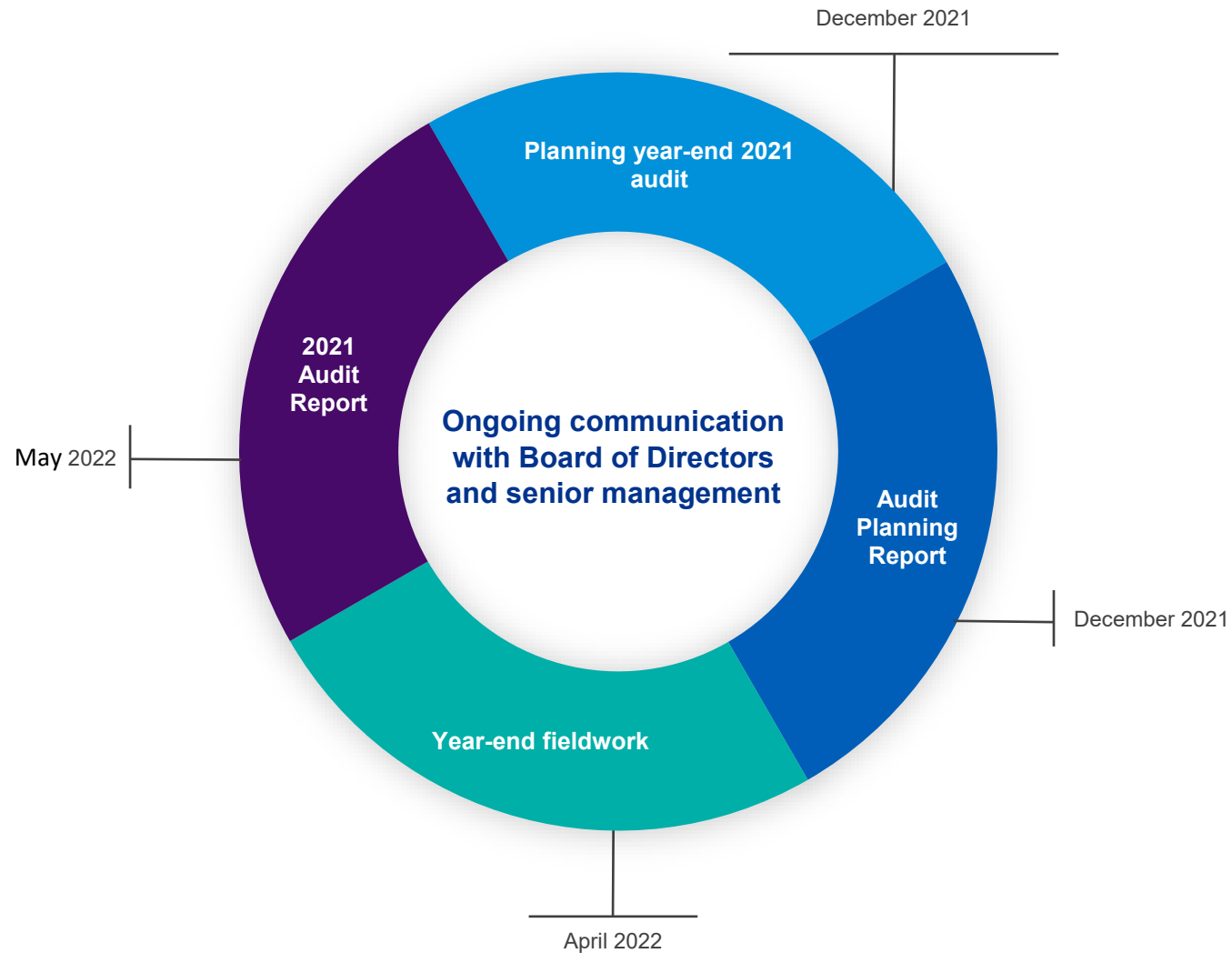
Tangible capital assets:

- Update our understanding of the activities over the initiation, authorization, processing, recording and reporting of tangible capital assets.
- Select a sample of additions and disposals throughout the year and vouch to supporting documentation.
- Perform a substantive analytical procedure over depreciation expense.
- Obtain details of repairs and maintenance expenses recorded during the year to select a sample and agree to supporting documentation.
- Obtain management's assessment of the impact of the Contaminated Sites standard (PS 3260) and review the impact to the financial statements, if any.

CMHC funding agreement:

- KPMG will obtain and review the LMCH funding agreements.
- We will test that the agreements are accounted for appropriately in the financial statement.

Key milestones and deliverables



Proposed fees

In determining the fees for our services, we have considered the nature, extent and timing of our planned audit procedures as described above. Our fee analysis has been reviewed with and agreed upon by management.

Estimated fees	Current period (budget)	Prior period (actual)
Audit of the financial statements	\$17,500	\$15,950

Matters that could impact our fee

The proposed fees outlined above are based on the assumptions described in the engagement letter.

The following factors could cause a change in our fees:

- Significant changes in the nature or size of the operations of the Entity beyond those contemplated in our planning processes
- Changes in professional standards or requirements arising as a result of changes in professional standards or the interpretation thereof
- Changes in the timing of our work

Appendices

Content

Appendix 1: Other required communication

Appendix 2: Use of technology in the audit

Appendix 3: Audit and Assurance Insights

Appendix 4: Current development



Appendix 1: Other required communications

Report

A draft report will be provided at the completion of the audit which will highlight the form and content of the report.

Engagement terms

The objectives of the audit, our responsibilities in carrying out our audit, as well as management's responsibilities, are set out in the engagement letter and any subsequent amendment letters as provided by management.

Reports to the Board of Directors

We will provide our audit planning report to the Board of Directors during the planning meeting. (this report)

Representations of management

We will obtain from management certain representations at the completion of the audit.

Required inquiries

Professional standards require that during the planning of our audit we obtain your views on the identification and assessment of risks of material misstatement, whether due to fraud or error; your oversight over such risk assessment; identification of suspected, alleged or actual fraudulent behaviour; and any significant unusual transactions during the period.

Control deficiencies

On a timely basis, identified significant deficiencies will be communicated to the Board of Directors in writing. Other control deficiencies identified that do not rise to the level of a significant deficiency will be communicated to management.

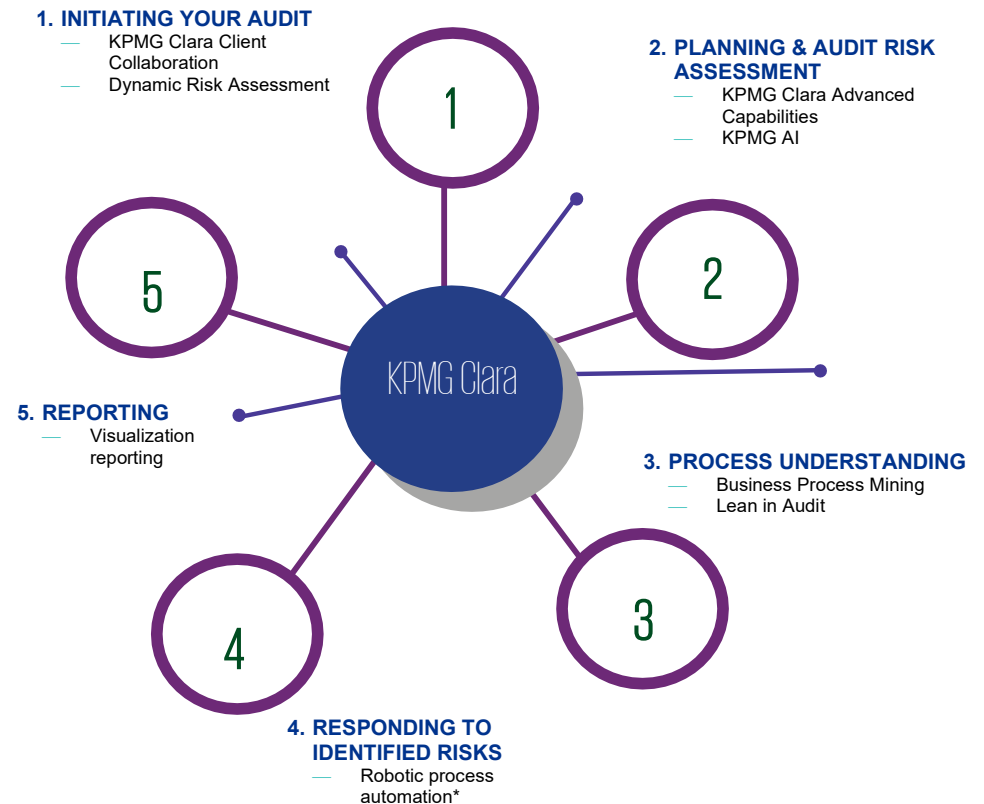
Appendix 2: Use of technology in the audit

KPMG Clara is our integrated, smart global audit platform that allows our teams globally to work simultaneously on audit documentation while sharing real time information. KPMG Clara embeds analytics throughout all phases of the audit and allows us to visualise the flow of transactions through the system, identify risks in your financial data and perform more specific audit procedures. KPMG's use of technology provides for:

1. a **higher quality audit** – looking at 100% of selected data
2. a **more efficient audit** as we are focussed on the transactions that are considered higher risk and
3. an audit that provides **insights into your business** through the use of technology in your audit with our extensive industry knowledge.

We are also actively piloting Artificial Intelligence (“AI”) tools which will be used in future audits.

Our five-phased audit approach



Appendix 3: Audit and Assurance Insights

Our latest thinking on the issues that matter most to board of directors and management.

Featured insight	Summary
<u>KPMG Audit & Assurance Insights</u>	Curated research and insights for audit committees and boards
<u>Current Developments</u>	Series of quarterly publications for Canadian businesses including Spotlight on IFRS, Canadian Securities & Auditing Matters and US Outlook.
<u>Board Leadership Centre</u>	Supporting you in your Director role
<u>KPMG Climate Change Financial Reporting Resource Centre</u>	Our climate change resource centre provides FAQs to help you identify the potential financial statement impacts for your business.
<u>You can't go green without blue - The blue economy is critical to all companies' ESG ambitions</u>	In this report, we consider how leading corporates and investors can take action to capture the value that can be found in a healthy, sustainable ocean economy.

Appendix 4: Current Developments

Public Sector Accounting Standards

Standard	Summary and implications
Asset Retirement Obligations	<ul style="list-style-type: none">– The new standard is effective for fiscal years beginning on or after April 1, 2022.– The new standard addresses the recognition, measurement, presentation and disclosure of legal obligations associated with retirement of tangible capital assets in productive use. Retirement costs will be recognized as an integral cost of owning and operating tangible capital assets. PSAB currently contains no specific guidance in this area.– The ARO standard will require the public sector entity to record a liability related to future costs of any legal obligations to be incurred upon retirement of any controlled tangible capital assets (“TCA”). The amount of the initial liability will be added to the historical cost of the asset and amortized over its useful life.– As a result of the new standard, the public sector entity will have to:<ul style="list-style-type: none">• Consider how the additional liability will impact net debt, as a new liability will be recognized with no corresponding increase in a financial asset;• Carefully review legal agreements, senior government directives and legislation in relation to all controlled TCA to determine if any legal obligations exist with respect to asset retirements;• Begin considering the potential effects on the organization as soon as possible to coordinate with resources outside the finance department to identify AROs and obtain information to estimate the value of potential AROs to avoid unexpected issues.
Revenue	<ul style="list-style-type: none">– The new standard is effective for fiscal years beginning on or after April 1, 2023. The effective date was deferred by one year due to COVID-19.– The new standard establishes a single framework to categorize revenues to enhance the consistency of revenue recognition and its measurement.– The standard notes that in the case of revenues arising from an exchange transaction, a public sector entity must ensure the recognition of revenue aligns with the satisfaction of related performance obligations.– The standard notes that unilateral revenues arise when no performance obligations are present, and recognition occurs when there is authority to record the revenue and an event has happened that gives the public sector entity the right to the revenue.

Standard	Summary and implications
Financial Instruments and Foreign Currency Translation	<ul style="list-style-type: none"> – The accounting standards, PS3450 <i>Financial Instruments</i>, PS2601 <i>Foreign Currency Translation</i>, PS1201 <i>Financial Statement Presentation</i> and PS3041 <i>Portfolio Investments</i> are effective for fiscal years commencing on or after April 1, 2022. The effective date was deferred by one year due to COVID-19. – Equity instruments quoted in an active market and free-standing derivatives are to be carried at fair value. All other financial instruments, including bonds, can be carried at cost or fair value depending on the public sector entity's choice and this choice must be made on initial recognition of the financial instrument and is irrevocable. – Hedge accounting is not permitted. – A new statement, the Statement of Remeasurement Gains and Losses, will be included in the financial statements. Unrealized gains and losses incurred on fair value accounted financial instruments will be presented in this statement. Realized gains and losses will continue to be presented in the statement of operations. – In July 2020, PSAB approved federal government narrow-scope amendments to PS3450 <i>Financial Instruments</i> which will be included in the Handbook in the fall of 2020. Based on stakeholder feedback, PSAB is considering other narrow-scope amendments related to the presentation and foreign currency requirements in PS3450 <i>Financial Instruments</i>. The exposure drafts were released in summer 2020 with a 90-day comment period.
Employee Future Benefit Obligations	<ul style="list-style-type: none"> – PSAB has initiated a review of sections PS3250 <i>Retirement Benefits</i> and PS3255 <i>Post-Employment Benefits, Compensated Absences and Termination Benefits</i>. In July 2020, PSAB approved a revised project plan. – PSAB intends to use principles from International Public Sector Accounting Standard 39 <i>Employee Benefits</i> as a starting point to develop the Canadian standard. – Given the complexity of issues involved and potential implications of any changes that may arise from the review of the existing guidance, PSAB will implement a multi-release strategy for the new standards. The first standard will provide foundational guidance. Subsequent standards will provide additional guidance on current and emerging issues. – PSAB released an exposure draft on proposed section PS3251, <i>Employee Benefits</i> in July 2021. Comments to PSAB on the proposed section are due by November 25, 2021. Proposed Section PS 3251 would apply to fiscal years beginning on or after April 1, 2026 and should be applied retroactively. Earlier adoption is permitted. The proposed PS3251 would replace existing Section PS 3250 and Section PS 3255. This proposed section would result in organizations recognizing the impact of revaluations of the net defined benefit liability (asset) immediately on the statement of financial position. Organizations would also assess the funding status of their post-employment benefit plans to determine the appropriate rate for discounting post-employment benefit obligations.

Standard	Summary and implications
Public Private Partnerships (“P3”)	<ul style="list-style-type: none"> – PSAB has introduced Section PS3160, which includes new requirements for the recognition, measurement and classification of infrastructure procured through a public private partnership. The standard has an effective date of April 1, 2023, and may be applied retroactively or prospectively. – The standard notes that recognition of infrastructure by the public sector entity would occur when it controls the purpose and use of the infrastructure, when it controls access and the price, if any, charged for use, and it controls any significant interest accumulated in the infrastructure when the P3 ends. – The public sector entity recognizes a liability when it needs to pay cash or non-cash consideration to the private sector partner for the infrastructure. – The infrastructure would be valued at cost, which represents fair value at the date of recognition with a liability of the same amount if one exists. Cost would be measured in reference to the public private partnership process and agreement, or by discounting the expected cash flows by a discount rate that reflects the time value of money and risks specific to the project.
Concepts Underlying Financial Performance	<ul style="list-style-type: none"> – PSAB is in the process of reviewing the conceptual framework that provides the core concepts and objectives underlying Canadian public sector accounting standards. – PSAB released four exposure drafts in early 2021 for the proposed conceptual framework and proposed revised reporting model, and their related consequential amendments. The Board is in the process of considering stakeholder comments received. – PSAB is proposing a revised, ten chapter conceptual framework intended to replace PS 1000 <i>Financial Statement Concepts</i> and PS 1100 <i>Financial Statement Objectives</i>. The revised conceptual framework would be defined and elaborate on the characteristics of public sector entities and their financial reporting objectives. Additional information would be provided about financial statement objectives, qualitative characteristics and elements. General recognition and measurement criteria, and presentation concepts would be introduced. – In addition, PSAB is proposing: <ul style="list-style-type: none"> • Relocation of the net debt indicator to its own statement and the statement of net financial assets/liabilities, with the calculation of net debt refined to ensure its original meaning is retained. • Separating liabilities into financial liabilities and non-financial liabilities. • Restructuring the statement of financial position to present non-financial assets before liabilities. • Changes to common terminology used in the financial statements, including re-naming accumulated surplus (deficit) to net assets (liabilities). • Removal of the statement of rereasurement gains (losses) with the information instead included on a new statement called the statement of changes in net assets (liabilities). This new statement would present the changes in each component of net assets (liabilities), including a new component called “accumulated other”. • A new provision whereby an entity can use an amended budget in certain circumstances.

- Inclusion of disclosures related to risks and uncertainties that could affect the entity's financial position.

Standard	Summary and implications
Purchased Intangibles	<ul style="list-style-type: none"> – In October 2019, PSAB approved a proposal to allow public sector entities to recognize intangibles purchased through an exchange transaction. Practitioners are expected to use the definition of an asset, the general recognition criteria and the GAAP hierarchy to account for purchased intangibles. – PSAB has approved Public Sector Guideline 8 which allows recognition of intangibles purchased through an exchange transaction. Narrow-scope amendments were made to Section PS 1000 Financial statement concepts to remove prohibition on recognition of intangibles purchased through exchange transactions and PS 1201 Financial statement presentation to remove the requirement to disclose that purchased intangibles are not recognized. – The effective date is April 1, 2023 with early adoption permitted. Application may be retroactive or prospective.
2022 – 2027 Strategic Plan	<ul style="list-style-type: none"> – PSAB's Draft 2022 – 2027 Strategic Plan was issued for public comment in May 2021. Comments were requested for October 6, 2021. – The Strategic Plan sets out broad strategic objectives that help guide PSAB in achieving its public interest mandate over a multi-year period, and determining standard-setting priorities – The Strategic Plan emphasizes four key priorities: <ul style="list-style-type: none"> – Develop relevant and high-quality accounting standards - Continue to develop relevant and high-quality accounting standards in line with PSAB's due process, including implementation of the international strategy (focused on adapting International Public Sector Accounting Standards for new standards) and completion of the Conceptual Framework and Reporting Model project. – Enhance and strengthen relationships with stakeholders - Includes increased engagement with Indigenous Governments and exploring the use of customized reporting. – Enhance and strengthen relationships with other standard setters – In addition to continued collaboration with other standard setters, this emphasizes strengthened relationship with the IPSASB. – Support forward-looking accounting and reporting initiatives – Supporting and encouraging ESG reporting, and consideration of the development of ESG reporting guidance for the Canadian public sector.



kpmg.ca/audit

© 2021 KPMG LLP, an Ontario limited liability partnership and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved. The KPMG name and logo are trademarks used under license by the independent member firms of the KPMG global organization.

KPMG member firms around the world have 227,000 professionals in 146 countries.





TO: LMCH Board of Directors
FROM: Bryce Porter, Security Manager
SUBJECT: Security Services RFP 2021-0029
DATE: December 16, 2021

PURPOSE:

To seek the approval to award a service contract for physical security services (security guards) based upon the outcome of the Request for Proposal ("RFP") 2021-0029.

RECOMMENDATION:

It is recommended that the committee approve the following:

1. Approve the recommendation to award the contract for security guard services as specified within RFP 2021-0029 to Vigilant Security Services Inc. for a term of one (1) year , with an optional one (1) year extension, at a cost of \$457,020 (exclusive of applicable taxes).
2. Authorize the appropriate LMCH staff to take the necessary actions to give effect to the above recommendation(s).

BACKGROUND:

LMCH was awarded funding through Business Case 2019; part of the funding was allocated for increased safety and security initiatives to help better align LMCH with our mission to provide and maintain homes in a safe and supportive environment to meet the needs of the people we serve in our communities.

Historically, LMCH has not had a dedicated annual budget allocated to physical security services on an on-going basis. Security infrastructure and technological upgrades were completed through various capital allocations – these costs typically were absorbed by the overall annual capital and operating budgets. Security Guard Services were not used regularly in our communities with LMCH spending approximately \$60,000 per annum prior to Business Case 19 on responsive security measures due to critical incidents.

Business Case 19 identified three properties as the highest acuity/highest need sites: 241 Simcoe, 580 Dundas and 345 & 349 Wharncliffe. This was due, in part, to Police services averaging more than 2 calls per unit, per year in LMCH core buildings.

Due to the challenges with Police response times and the nature of the concerns, often related to addictions, mental health, welfare checks or for a person in distress, Business Case 2019 allocated funds to address these types of incidents as the interventions required were deemed to be addressable by increased security measures. Measures included, but were not limited to:

- A) Support for exporting camera footage for investigations and tenancy support issues.
- B) Staffing to provide afterhours security and crisis response.
- C) Alternative support for tenants by diverting emergency calls to security personnel.
- D) Comprehensive security response, focused on highest acuity buildings.
- E) Movement from a reactive to a proactive, comprehensive, and scalable response.

Business Case 19 also identified specific organizational risks impacting tenants, staff as well as reputational risks.

- A) LMCH was identified as being at risk for not meeting standards under the Residential Tenancies Act: safety and reasonable enjoyment.
- B) Increasing challenges at specific residential sites contributed to inadequate service delivery of core business: vacancy, maintenance, tenant services, customer service.
- C) Increasing social issues and criminal behaviour being associated with social housing communities increases stigmatization for tenants and reputation risks for the organization.

LMCH conducted risk assessments which confirmed the identified high priority sites contained within Business Case 19. The most recent risk assessments identified three levels of risk tolerance: Primary, Secondary and Tertiary.

The levels of risk tolerance (Primary, Secondary and Tertiary) are comprised of the following criteria:

- A) Total number of incidents per property.
- B) Type and severity of incidents per property.
- C) Restoration expenditures (cost of repairs resulting from incidents, per property).
- D) Comparative analysis of (a), (b) and (c).

As a result of the risk assessments, risk tolerance, and criteria, properties were evaluated and categorized into the three levels of risk tolerance:

- A) Three (3) properties were evaluated at the *Primary* tier which resulted in a classification of *Significant Risk*: Simcoe Street, Dundas Street and Wharncliffe Road.
- B) Four (4) properties were evaluated at the *Secondary* tier which resulted in a classification of *Elevated Risk*: Kent Street, Albert Street, Hale Street and Walnut Street.
- C) Three (3) properties were evaluated at the *Tertiary* tier which resulted in a classification of *Moderate Risk*: William Street, McNay Street, Baseline Road.

Each risk tolerance tier requires individualized control measures, levels of monitoring and oversight, and has specific levels of urgency.

- A) The *Primary* tier requires improvement upon existing control measures as well as the implementation of additional control measures.
- B) The *Secondary* tier requires the review and improvement of existing control measures.
- C) The *Tertiary* tier requires ongoing monitoring and assessment of existing control measures.

RFP Release:

LMCH tailored the RFP to mitigate the risks identified within Business Case 19, the most recent risk assessments, as well as historical data. Subsequently, LMCH released *RFP 2021-0029* with specific requirements, including but not limited to, specialized and relevant training, specialized equipment, incident management and response, customer service excellence, auditing and reporting software, as well as relevant and related experience.

RFP Response:

- Twenty-three (23) security companies registered on *Bids & Tenders* for *RFP 2021-0029*.
- An Evaluation Committee, comprised of LMCH personnel, was created to review, and independently score the submissions.
- Seven (7) of the twenty-three (23) companies who registered on *Bids & Tenders* companies did not proceed with a submission and three (3) companies were eliminated for incomplete submissions.
- Three (3) companies were eliminated for incomplete submissions.
- Thirteen (13) companies were reviewed and evaluated for compatibility.

LMCH evaluated each of the thirteen (13) submissions and, based upon the risk assessment criteria and LMCH's ongoing needs, three (3) companies were disqualified.

LMCH reviewed and interviewed the remaining ten (10) companies, subsequently shortlisting the top four (4) scoring companies. LMCH combined all remaining criteria scores (see Figure 1) before submitting their final scores and recommendation. The deciding factor, the fee proposal criteria, identified the successful company as Vigilant Security Services Inc. with a final combined score of 95.2%. The remaining three (3) companies scored: 86.5%, 71.9% and 60.5%.

Figure 1:

Criteria	Maximum Points
Comparable Projects	5
Fee Proposal	50
Trainer Qualifications	10
Use of Force Program	20
References	5
Interview	10
Total Score	100

TENANT IMPACT:

Tenants will see an improvement in their reasonable enjoyment as the awarding of *RFP 2021-0029* will increase the safety and security of the buildings. Tenants will also see a greater improvement to their feeling of safety within their building as there will be greater visibility of security personnel due to their increased presence onsite and enhanced roles and responsibilities.

The awarding of *RFP 2021-0029* will ensure scalable security measures resulting in greater flexibility across all LMCH portfolios; including properties not reflected within the three tiers identified within this report. These increased security measures will be continuously monitored by LMCH and will be allocated to the respective property, based upon operational requirements. (Including, emergencies, fire watches etc.)

Additionally, the increased professional appearance will assist with natural deterrence of crime and reduction of unfavorable behaviours occurring on LMCH property. The increase in security presence and authorities will assist with increased cleanliness and presentation of LMCH properties with a focus in the common areas within the buildings. The awarding of *RFP 2021-0029* will see an increased response from security personnel with regards to managing foot traffic within the building by preventing unauthorized access to the building and/or common areas, by verifying that individuals entering the property have a valid purpose for their visit, and by preventing, or removing, trespassers from the building or property.

The awarding of *RFP 2021-0029* will create additional supports and resource available to tenants during hours that LMCH personnel are not onsite. Security personnel will be available to tenants after-hours and can report incidents to security in a variety of ways

based upon their individual circumstances. Tenants will also be able to utilize security as a resource to contact the LMCH on-call manager after-hours to request assistance with lockouts, emergency maintenance repairs, or other types of emergent needs.

The awarding of *RFP 2021-0029* will add an additional resource to LMCH with regards to incident management, which results in added safety and immediate assistance for tenants during emergencies. Security personnel onsite will be ready and able to respond to a variety of emergencies that could arise and will act as a liaison between LMCH, responding authorities and tenants.

FINANCIAL IMPACT:

The awarding of the contract will see LMCH sign a service agreement with Vigilant Security Services Inc. for \$457,020 (exclusive of applicable taxes). This equates to \$24.99 per security guard, per hour with 336 hours of service budgeted per week.

Prior to Business Case 19, LMCH had not dedicated an annual budget allocated specific to physical security costs (security guards).

With the approval of Business Case 19, LMCH saw an investment into physical security services:

- 2020 saw an investment into physical security services at a value of \$427,800
- 2021 saw an additional investment of 23.73% allocating \$519,999

The awarding of *RFP 2021-0029* will see a reduction in the financial impact to LMCH by a 15.95% decrease, allocating \$437,025 (excluding applicable taxes) into physical security services.

London, and subsequently, LMCH has seen unprecedented changes and challenges for many individuals and households leading to increased mental health and addictions issues, isolation, depression, higher prevalence of concurrent disorders, self-harm and suicidal ideation, and a large increase in the number of situations rapidly escalating and reaching the point of acutely elevated risk. The pandemic has highlighted a much higher and more intense level of need for many individuals and households in LMCH communities.

A comparative analysis of vandalism costs between 2017-2020 (no investment into in-house security personnel or contract security services) shows that the financial impact to LMCH grew exponentially.

A) Between 2017 and 2020 the financial impact to LMCH associated with vandalism increased by +2645 - from \$1800 annually to \$51,000

B) After the approval of Business Case 19 and the investment into in-house security

personnel and contract security services the financial impact to LMCH shows a significant overall reduction associated with vandalism between 2019 and 2020 with a decrease of - 635% compared to historical impacts; 2017-2020 (+2645%).

- C) With the continued investment into in-house security personnel and contract security services the financial impact to LMCH shows that the annual expenditures associated to vandalism between 2020 and 2021 decreased year-to-date and showed a reduction from the 2020 total (under) by 12.78%.

The awarding of *RFP 2021-0029* will add an additional resource to LMCH with regards to incident management during after-hours emergencies. The investment into in-house security personnel and contract security services mitigates the financial impact to LMCH by reducing the number callouts to LMCH personnel as they are paid at a premium rate and are paid a minimum number of hours for work conducted outside of regular business hours.

LEGAL IMPACT / RISK MANAGEMENT:

The scope of *RFP 2021-0029* included all aspects of organizational risk and liability mitigation. The RFP criteria ensured that all submissions included, but was not limited to, legal indemnifications, proof of valid licenses, increased insurance requirements, proof of valid insurances, increased training standards and verification processes, enhanced legislative knowledge requirements and specialized equipment.

The scope of *RFP 2021-0029* mandated that the successful company's staff complete internal LMCH training on poverty, addictions, cultural awareness, and humility, mental health, diversity and inclusion, unconscious bias, and anti-oppression as well as de-escalation.

RFP 2021-0029 will help mitigate the risks of added expenditures due to hostile acts against LMCH property as identified by the financial impacts of vandalism in the "Financial Impact" section. Security personnel will also maintain building integrity and mitigate legislative liability by ensuring any code violations are immediately reported, mitigated, or resolved. *RFP 2021-0029* will also assist in timely and accurate investigations, and subsequent reports, conducted by security personnel whether criminal, civil, or otherwise.

To ensure the highest quality of service, LMCH will continuously and rigorously monitor and audit the performance of the contractor over the course of the service contract. The contractor will provide contractual administrative services, including but not limited to, auditing and reporting code compliance within buildings and taking mitigation or resolution actions, taking preemptive infrastructure and/or behavioural interventions, and ensuring expedited emergency response mitigation or resolution actions.

Performance will be evaluated in accordance with the Key Performance Indicators (KPI) assigned by LMCH, with scheduled analytical reports, on-site unplanned assessments,

regular meetings with the contractor’s leadership team, as well as various compliance assessments and audits.

Analytics collected and obtained through various reports, site assessments, audits, KPI as well as adherence meetings, can be used to support decisions to address, correct, place on notice, and if required, remove the underperforming contractor from LMCH buildings, rosters and/or future bidding opportunities.

PREPARED and SUBMITTED BY:	REVIEWED and CONCURRED BY:
BRYCE PORTER SECURITY MANAGER	PAUL CHISHOLM CHIEF EXECUTIVE OFFICER



Staff Report 2021-68

TO: BOARD OF DIRECTORS

FROM: Bill Leslie, Manager, Capital Projects & Construction

SUBJECT: Contractor Award – Generator Replacement – 30 Base Line Rd. (RFT 2020-0009)

DATE: December 16, 2021

PURPOSE:

The purpose of this report is to seek the Board of Director's approval to award a contract for generator replacement at 30 Base Line Rd. London based on the outcome of Request for Tender ("RFT") 2020-0009.

Board approval is required for this contract award as it exceeds the \$75,000 financial approval limit of LMCH's CEO as set out in "Purchasing Policies and Guidelines".

RECOMMENDATION:

That the Board approve the following recommendations:

1. Approve the award of the contract to Dielco Electric for the sum of \$421,558 (exclusive of taxes) to replace the standby generator– 30 Base Line Rd. as per the outcome of Request for Tender (RFT) 2020-0009; and
2. Authorize LMCH staff to take the necessary steps to give effect to the above recommendation(s).

BACKGROUND:

In 2019, LMCH engaged the consulting engineering firm EXP Services Inc. to conduct detailed inspections of the electrical systems and stand-by generators at all of LMCH high-rise buildings. EXP Services supplied comprehensive reports, including thermal imaging scans from the inspections. The reports summarized electrical components and prioritized the work to reduce the risk of system failures. The Generator at 30 Baseline Road was a site prioritized in the assessment.

Project 2020-0009 includes priority work to do replace the existing 50 kW/62.5kVA standby diesel generator with a new 60kW/75kVA natural gas standby generator. The

increased electrical capacity of the new generator will power all emergency utilities, fire systems as well as providing the added capacity to maintain power for the CCTV security system. This move to Natural Gas will also reduce environmental risk of the diesel fuel storage.

In addition to the replacement of the generator, the firm EXP Services Inc. reported that the existing automatic transfer switch would need to be replaced to meet current code requirements. The Ontario Electrical Safety Code requires that there has to be separate transfer switches for the fire pump, Life Safety Systems and equipment not defined as Life Safety Systems. This work will occur as part of this project.

REASON FOR RECOMMENDATION:

A Request for Tenders was posted to Bids & Tenders on August 27, 2021 and closed on October 7, 2021. Two (2) submissions were received. The submissions were evaluated and scored, factoring; Bid compliance, Fees, Qualifications and Comparable projects as outlined in the Selection Criteria section of the tender.

Dielco Electric submitted the successful bid and is recommended for the work. Overall, Dielco Electric's submission satisfied all mandatory requirements. The recommendation is based on awarding the work as per the RFT requirements.

It is important to note that the bid submissions included information about a significant industry wide shortage on equipment and materials. The generator has a lead-time of 42 weeks after the shop drawings have been approved.

TENANT IMPACT:

Dielco Electric's work plan includes providing a backup stand-by generator for the duration of the project. This secondary backup generator will ensure that all of the life safety building components are continuously operable during the project.

Power disruption to tenant suites is not expected, however, if a power disruption becomes necessary, disruption of service notices would be delivered to tenants as well as having notices posted in common areas of the building. LMCH Staff Members would also be on site for the duration of any planned power disruption.

Tenants will experience some noise from minor excavation as well as the presence of workers from typical trades. Demolition and landscaping of the current generator site as well as preparation of the new site may create minor detours on sidewalks near some of the building entrances. Proper emergency egress will be maintained at all times.

To mitigate risks, staff will continuously monitor the performance of the contractor

during the project. Direct contact between the contractors and tenants will be minimal.

FINANCIAL IMPACT:

The 2021 Capital Budget business unit LMH2619 - LMCH Infrastructure Gap has \$457,000 allocated for generator replacement at 30 Base Line Rd. There is a mandatory \$25,000 Contingency Allowance built into bid submission.

LEGAL IMPACT / RISK MANAGEMENT:

Enbridge Gas was engaged through the "Get Connected" program where specifications for gas generators were discussed and Enbridge has confirmed that the gas requirements of the generator specified will be met. (Pipe size and gas pressure provided on site).

EXP Services Inc. will be providing 3rd Party construction administration service, responsible for payment certifications, site instructions, change notices, field reports, certificate of substantial completion, safety inspections and required technical support for this project.

Vendor insurance, WSIB and performance bonds were included in the bid submission received from Dielco Electric.

PREPARED and SUBMITTED BY:	
----------------------------	--

Bill Leslie MANAGER, CAPITAL PROJECTS & CONSTRUCTION	

REVIEWED and CONCURRED BY:	REVIEWED and CONCURRED BY:
Phil Renaud DIRECTOR of PROPERTY SERVICES & ASSET MANAGEMENT	Paul Chisholm CHIEF EXECUTIVE OFFICER



Staff Report 2021-69

TO: BOARD OF DIRECTORS

FROM: Bill Leslie, Manager, Capital Projects & Construction

SUBJECT: Contractor Award – Generator and Panel Board Replacements – 85 Walnut St. (RFT 2020-0008)

DATE: December 16, 2021

PURPOSE:

The purpose of this report is to seek the Board of Director's approval to award a contract for generator replacement at 85 Walnut St. London based on the outcome of Request for Tender ("RFT") 2020-0008.

Board approval is required for this contract award as it exceeds the \$75,000 financial approval limit of LMCH's CEO as set out in "Purchasing Policies and Guidelines".

RECOMMENDATION:

That the Board approve the following recommendations:

1. Approve the award of the contract to Dielco Electric for the sum of \$507,014 (exclusive of taxes) to replace the standby generator and electrical panel boards – 85 Walnut St. as per the outcome Request for Tender (RFT) 2020-0008; and
2. Authorize LMCH staff to take the necessary steps to give effect to the above recommendations.

BACKGROUND:

In 2019, LMCH engaged the consulting engineering firm EXP Services Inc. to conduct detailed inspections of the electrical systems and stand-by generators at all of LMCH high rise buildings. EXP Services supplied comprehensive reports, including thermal imaging scans from the inspections. The reports summarized electrical components and prioritized the work to reduce the risk of system failures. The generator at 85 Walnut Street was a site prioritized in the assessment.

Project 2020-0008 includes priority work to do replace the existing 60 kW/75kVA standby diesel generator with a new 125kW/156kVA natural gas standby generator. The

increased electrical capacity of the new generator will power all emergency utilities, fire systems as well as providing the added capacity to maintain power for the CCTV security system. This move to Natural Gas will also reduce environmental risk of the diesel fuel storage.

The Consultant Engineering firm EXP Services Inc. recommended combining the generator replacement work with the replacement of the transfer switch and the replacement of electrical panels in the corridors that service the tenant suites.

TENANT IMPACT:

Dielco Electric's work plan includes providing a backup stand-by generator for the duration of the project. This secondary backup generator will ensure that all of the life safety building components are continuously operable during the project.

Power disruption to tenant suites is required for approximately 8 hours while the corridor electrical panels are replaced. Project notices will be provided to all tenants that will include notification of the required power disruption. Disruption of service notices will be delivered to tenants as well as having notices posted in common areas of the building when service disruption details are known. LMCH Staff Members would also be on site for the duration of any planned power disruption.

Tenants will experience some noise from minor excavation as well as the presence of workers from typical trades. Demolition and landscaping of the current generator site as well as preparation of the new site may create minor detours on sidewalks near some of the building entrances. Proper emergency egress will be maintained at all times.

To mitigate risks, staff will continuously monitor the performance of the contractor during the project. Direct contact between the contractors and tenants will be minimal.

REASON FOR RECOMENDATION:

An RFT was posted to Bids & Tenders on August 27, 2021 and closed on October 7, 2021. Two (2) submissions were received. The submissions were evaluated and scored, factoring; Bid compliance, Fees, Qualifications and Comparable projects as outlined in the Selection Criteria section of the tender.

Dielco Electric submitted the successful bid and is recommended for the work. Overall, Dielco Electric's submission satisfied all mandatory requirements. The recommendation is based on awarding the work as per the RFT requirements.

It is important to note that the bid submissions included information about a significant industry wide shortage on equipment and materials. The generator has a lead time of 42 weeks after the shop drawings have been approved.

FINANCIAL IMPACT:

The 2021 Capital Budget business unit LMH261820 - LMCH Public Housing Upgrades, has \$512,000 allocated for generator and panel board replacements at 85 Walnut St. There is a mandatory \$25,000 allowance built into bid submission.

LEGAL IMPACT / RISK MANAGEMENT:

Enbridge Gas was engaged through the "Get Connected" program where specifications for gas generators were discussed and Enbridge has confirmed that the gas requirements of the generator specified will be met. (Pipe size and gas pressure provided on site).

EXP Services Inc. will be providing 3rd Party construction administration service, responsible for payment certifications, site instructions, change notices, field reports, certificate of substantial completion, safety inspections and required technical support for this project.

Vendor insurance, WSIB and performance bonds were included in the bid submission received from Dielco Electric.

PREPARED and SUBMITTED BY:	
----------------------------	--

Bill Leslie MANAGER, CAPITAL PROJECTS & CONSTRUCTION	
REVIEWED and CONCURRED BY:	REVIEWED and CONCURRED BY:
Phil Renaud DIRECTOR of PROPERTY SERVICES & ASSET MANAGEMENT	Paul Chisholm CHIEF EXECUTIVE OFFICER



Staff Report 2021-70

TO: BOARD OF DIRECTORS

FROM: Wendy Groves, Construction & Project Manager

SUBJECT: Energy Management System – Supply & Install Contract Award Recommendation

DATE: December 16, 2021

PURPOSE:

The purpose of this report is to seek the Board of Director's approval to award a contract for the Energy Management System (EMS) for eight (8) high-rise buildings as part of the recently approved CMHC Co-Investment Funding Project.

Board approval is required for this contract award as it exceeds the \$75,000 financial approval limit of LMCH's CEO as set out in "Purchasing Policies and Guidelines".

RECOMMENDATION:

That the Board approve the following recommendations:

1. Approve the award of the contract for the supply and install of the Energy Management System as specified in RFT 2021-005 to Demtroys for the sum of \$1,280,436 (exclusive of taxes); and
2. Authorize LMCH staff to take the necessary steps to give effect to the above recommendation(s).

BACKGROUND:

LMHC has been collaborating with CMHC since 2019 to define a program that meets CMHC requirements under the Renovation, Repair and Renew funding program. The program that LMHC has developed satisfies the National Housing Strategy and CMHC criteria of increasing accessibility at common areas as well as in units while also achieving 25% energy savings and GHG reductions by year-end 2027.

As of February 25, 2021 CMHC by way of Letter of Intent confirmed to LMHC that the provided documentation submitted by LMHC achieved CMHCs criteria for funding. The City of London denoting their commitment to the program signed as guarantor on June 16, 2021.

On November 25, 2021, LMHC in conjunction with the City of London (COL) as guarantor executed the loan agreement with CMHC of \$40,139,939. The funding allocation consists of \$ 15,533,989 as a forgivable loan and \$24,602,101 repayable loan with the City of London guaranteeing \$37,000,000.

LMCH identified a number of projects that when fully implemented would meet the energy savings targets set by CMHC. These projects were then assessed by the consulting group Efficiency Engineering (EE). The installation of a robust EMS is the highest impact project identified by LMCH. An EMS is a computer-based system designed to help monitor, control, measure, and optimize the energy consumption needs of a building. Starting with the EMS project was a strategic decision that will maximize the quantitative operational cost savings as well as receiving any energy incentive rebates early in the program.

The tender for the EMS project required a turnkey solution; the solution was restricted to those incumbents whose product could meet a minimum of 20% energy and GHG emission savings. Five bidders responded to the tender request and upon completion of a summary analysis, price review and technical scoring three proponents were invited to an interview.

Final review of all of the components that constitutes the bid analysis deemed Demtroys as the preferred proponent. Demtroys system works by defining zones and their modulation algorithm defines the proper amount of energy needed to regulate each zone. The system collects outside temperature data and adapts the system in real time adjusting when required for comfort in each zone. Maximum setpoints can be pre-set for each unit and can be adjusted via a lap top or smart phone when deemed appropriate for a particular tenant. Developing set points ensures units are not continuously running on full for days at a time. The system can also monitor humidity levels at units which provides LMHC advance notice of potential concerns with units prior to infestation of mold.

Below highlights of Demtroys submission:

- Current modeling portfolio average of 24% heating consumption reduction.
- Familiarity with LMHC portfolio.
- Comparable projects within social housing market is strong.
- Products made in Canada.
- Training and warranty exceed the medium.
- Equipment is durable and consists of two thermostats, no additional sensors or equipment that could be easily tampered with.
- Ongoing operational costs not heavily impacted.
- Total value of contract is competitive.
- No additional requirements for internet services, no impact to system if property internet fails.
- Dashboard has 3D modeling for quick view of any troubles, set points all managed from a desk top or smart phone, thermostat ease of use by tenant.

- Dashboard yearly fees justified due to increase heating cost savings.
- Demtroys will complete incentive documentation on behalf of LMHC.
- Alert system identifying issues at units sent via text or email to maintenance repair personnel can be customized.

TENANT IMPACT:

Demtroys will need access to every tenant unit to complete this work. Tenants will receive advance notice of the scheduled work as well as a 24 hour notice of entry indicating when the work is scheduled. The contractor estimates that they will spend approximately 45 minutes in each unit with the unit heat being shut down for approximately 30 minutes while the equipment is installed.

The work is expected to be initiated in March 2022 and each building will take about 25 days to complete.

Once the system is operational the maintenance repair team will be notified in real time when there is an issue with the heating system. This will permit proactive response to heating /moisture issues in units. In many instances, staff can resolve these issues before the tenant submits a maintenance request.

FINANCIAL IMPACT:

The Project is fully funded through the CMHC Co-Investment Program Funding. The table below outlines the project costs, ROI and incentive opportunities.

Details	Value (pre-tax)
Supply and Install EMS	\$1,280,436
Attic Stock of thermostats @ 2.5%	Included
Cash Allowance \$75,000	Included
1 year Dashboard Monitoring	Included
Security/Key Holder Budget (to provide unit access)	\$29,760
Total	\$1,310,196
Incentive Rebate Opportunity Estimate	\$185,000
Operational Cost Savings Per Year Estimate	\$95,000
Average Return on Investment	6.7 years

LEGAL IMPACT / RISK MANAGEMENT:

The submission submitted by Demtroys and recommended in this report is compliant with the requirements of the CMHC Program. The EMS achieves the anticipated minimum requirement of 20% of energy and GHG emissions reductions and is within program budget estimates. In combination with LMCHs additional energy saving projects, the criteria for 25% reductions required by CMHC will be achieved.

LMCH has worked with Demtroys on prior energy monitoring projects and the familiarity with the current systems and LMCH portfolio will reduce the risk of unplanned costs in this project.

ATTACHMENTS:

Attachment 1: RFP Risk Scoring Matrix

PREPARED and SUBMITTED BY:	
WENDY GROVES CONSTRUCTION MANAGER (RENEW & REPAIR)	
REVIEWED and CONCURRED BY:	REVIEWED and CONCURRED BY:
PHIL RENAUD DIRECTOR, ASSET MANAGEMENT	PAUL CHISHOLM CHIEF EXECUTIVE OFFICER

Attachment 1

Risk: RFP 2021-005

Risk	Description	Probability Score 1 Low - 3 High	Impact Score 1 Low - 3 High	Rik Score	Mitigating Action
Schedule	Procurement disruptions due to supply chain delays.	Low - 1	Low - 1	1	Products are made in Canada and with a March commencement Demtroys can make ready all required equipment by that date.
	Tenant Refusal	Low- Med - 1.5.	Low - 1	1.5	With the proper communications via letters and information sessions we anticipate to mitigate these issues. However, assume 3% occurrence where schedule may need to be revised due to tenant refusal. The 10% contingency in place will can handle these costs shall they arise. 2 technicians at \$91.50/hr.
	COVID Tenant Impact	Med - 2	Low - 1	2	Assume 10% occurrence where schedule may need to be revised due to tenant sickness. A 10% contingency is in place and will can handle these costs shall they arise. 2 technicians at \$91.50/hr.
Electrical	ESA inspections are assumed from past experiences but could increase.	Low - 1	Low - 1	1	ESA at their discretion may increase inspection requirements. If a discussion with the inspector fails and further ESA inspections are required the contingency value will take on these costs. Inspection fees are approximately \$250 per visit.
Existing Equipment	Currently demtroys has 2 varying styles of equipment in units. One piece is quite obtrusive.	High - 3	Low = Med - 1.5	5	A cash allowance of \$75,000 has been included in bid price to review possible solutions once equipment is removed. This is anticipated to be an easy resolve with a 3x3 screw in panel. Confirmation prior to project start up required.
	Panel Labeling	Low - 1	Low - 1	1	A selection of units were investigated for proper panel labeling 90% met requirements. Panel labeling costs are \$171 per unit
Tenant/Employee Use	Hesitancy to new technology and equipment.	High - 3	Low - 1	3	Training is provided as part of the contract in addition we will be holding info sessions, provide brochure info as well as dedicate a champion for the ongoing support and training to the MR team.
Achieving Criteria	System does not meet modeling expectations	Low - 1.5	Low - 1	1	Based on the consultant and vendor the modeling supports a minimum of 15% savings, we are anticipating 20 - 25% savings. However upon completion if the savings falls slightly below the 20% there are energy projects budgeted for that were not included in the modeling which can raise the savings an additional 3%.
Building Condition	It is assumed due to age of building there will be known unknowns.	Med - 2	Med - 2	4	10 % contingency for such situations.

Staff Report 2021 - 71

TO: LMCH Board of Directors

FROM: Kim Graham, Manager of People & Culture

SUBJECT: Annual Pay Increase

DATE: December 16, 2021

PURPOSE

To inform the Board of Directors of the upcoming pay increase for bargaining unit staff and receive approval to provide an annual pay increase to management and exempt staff not covered by the collective agreement between LMCH and CUPE Local 101.3.

RECOMMENDATION:

That the Board of Directors approve the following recommendations:

1. Approve a pay increase for management and exempt staff of 1.85% to take effect January 1, 2022; and
2. Authorize LMCH staff to take the necessary steps to give effect to the above recommendation(s).

BACKGROUND:

LMCH negotiated a collective agreement with CUPE Local 101.3 that is effective January 1, 2020 through December 31, 2023. As part of this negotiation, annual wage increases were negotiated for bargaining unit members as set out in the table below.

Year	% Increase
2020	1.75%
2021	1.75%
2022	1.85%
2023	2.00%

Annual Pay Increases for LMCH Management and Exempt are increased on an annual basis effective January 1. The amount of the increase is aligned with the negotiated increase for bargaining unit members.


In addition to the annual salary increase, the LMCH Board of Directors approved changes to the pay bands and pay ranges to align the salaries with comparable organizations including the City of London, Windsor Essex Community Housing and similar sized housing corporations (Hamilton, Peel and Stoney Creek).

REASON FOR RECOMMENDATION:

In order to maintain this current pay structure, continue to attract top talent, and reduce turnover costs and risks associated with the loss of industrial knowledge, LMCH is looking for the Board of Directors to support the recommendation to approve a 1.85% pay increase effective January 1, 2022. This increase is in line with the bargaining unit pay increase and will mitigate any compression issues.

This recommendation is consistent with past practices regarding non-bargaining unit annual pay increases.

This annual increase has been included in the 2022 budget.

PREPARED and RECOMMENDED BY:	RECOMMENDED BY:
	
KIM GRAHAM, MANAGER OF PEOPLE & CULTURE	PAUL CHISHOLM CHIEF EXECUTIVE OFFICER

STAFF REPORT 2021-72

TO: LMCH Board of Directors

FROM: Preet Chhokar, Community Engagement Manager

SUBJECT: Update on Community Engagement

DATE: December 16, 2021

PURPOSE:

The purpose of this report is to provide updates on the Community Engagement department and community outreach initiatives.

RECOMMENDATION:

That, on the recommendation of the Community Engagement Manager, the following report **BE RECEIVED** for information purposes.

COMMUNITY ENGAGEMENT UPDATE:

Reimagine Southdale: Our team is working with tenants and offering one on one support on a consistent basis to navigate the relocation and help re-settle families into their new location. Every family has a unique situation that requires systems navigation and resource referrals to make sure they are supported throughout the move. This includes, hiring moving companies to assist, going through a moving out checklist to make sure that tenants are able to change their addresses and also to connect with different schools to re-enroll their children, if need be, or to make sure the community they are moving into meets their needs.

London Hydro: London Hydro's energy saving initiative involved approx. 25 tenants at Oxford, that participated in 2 energy savings events this month. In return, for the tenant's participation, they have provided them with a \$40 gift card to a Metro or Walmart.

Post-Secondary Readiness Program: This is a yearly program, running for 5 weeks in the winter and is facilitated by CDW and the CEM. This program supports tenants to apply for higher education. Most tenants enrolled in the program are the first of their families to apply to College or University, so this program is integral in helping them break generational cycles and accessing higher education that can potentially change the trajectory of their lives. This year we opened the program to our adult site at Wharncliffe, in addition to offering it to all our family communities and received over 15 applications to register for this program!

Fanshawe Community Development (CD) Students: Fanshawe CD students are in our communities (Hale, McNay, Berkshire, Walnut, Marconi, Southdale, Allan Rush) facilitating CD initiatives and connecting with our tenants to contextualize community needs and co-create and facilitate with tenants to run impactful programming or initiatives, unique to each community.

Housing Always Program: This collaboration with CMHA/ASH at Dundas, Simcoe, and William St. is running with great success. The partnership is not only supporting the participants of the program, but are also offering group sessions and workshops to the community, centered around important topics that the community itself wanted more support in. There will be a survey created to be completed by the community in the coming months to help gather feedback on future sessions and the impact of the partnership on site.

Kings Social Work Placements: Working out of Wharnccliffe, the BSW students are providing counselling-like services, community engagement workshops, as well as emergency food cupboards to support the community through their school year placement. They have their own caseload of clients accessing their support, as well as more community-based programming for the tenants to access (most of the data for the programming needs was collected through a site wide tenant survey). This year they have started a caring cupboard, where tenants can access food and sanitary supplies on a walk-in basis while the students are on-site. This is a judgement free, low barrier initiative where any tenant can come in with their shopping bag and go grocery shopping without feeling ashamed and are able to reach out for additional support or be connected with community resources.

LIT Program: Learning it Together program facilitated by **Western University students** aims to improve early literacy, numeracy, and healthy living skills through mentorship and role modeling. LiT pairs a university age mentor with a child from our community in grades one, two, or three and guides them through a unique eight-week after-school program. Registration has begun for our January program start date!

COMMUNITY OUTREACH:

Creativity Kits: The team collaborated with Creativity London, to reach out to our senior sites to register for creativity kits of their choosing for the holiday season! Many senior tenants registered and our Team will hold on to extra creativity kits to give out to residents during this Holiday season.

Wharnccliffe Holiday Meal: LMCH will provide a holiday meal for tenants at Wharnccliffe to register for. These meals are made by Youth Opportunities Unlimited and LMCH staff will be on site this season to go door-to-door to hand out meals to our community members at Wharnccliffe.

Simcoe/Dundas Outreach: In collaboration with the London Community Chaplaincy, we are handing out breakfast bags to those tenants who have registered to receive one at Simcoe and Dundas during the holiday season. These breakfast bags include items to create their own holiday meal and other items to help them through the holiday season.

Baseline Lunch Bag Outreach: In collaboration with St. John the Devine Parish, lunch meals were handed out to any resident at Baseline.

Mrs. Clause Parade: Working a long side the City of London and a community partner Jenny's Angels to bring to our communities a Mrs. Claus parade. This parade route will take them to Boulle, Huron, and Marconi communities. The parade officials will also be handing out goodies to the children and families who are watching.

SIGNATURE:

PREPARED and SUBMITTED BY:	
Preet Chhokar Community Engagement Manager	
REVIEWED and CONCURRED BY:	REVIEWED and CONCURRED BY:



Staff Report 2021 - 72

TO: LMCH Board of Directors
FROM: Paul Chisholm, Chief Executive Officer
SUBJECT: 2022 Board Work plan
DATE: December 16, 2021

PURPOSE

To provide a draft Board Work Plan for the Board of Directors to support the understanding of the business that will come before the Board of Directors in 2022.

RECOMMENDATION:

That the Board of Directors RECIEVES this report for information.

BACKGROUND:

LMCH Staff have developed a draft Board Work Plan (Attachment 1) for the review of the Board. It is intended to capture planned work of the organization and requires input from the Board of Directors for additional reports or items that they would like to add to the Agenda.

The Board Agenda can be used to populate Committee Agendas in 2022 as soon as the Committee membership is confirmed.

The Agenda has been organized to provide up to two Board Workshops in May and September during regular scheduled Board Meeting time periods.

PREPARED and RECOMMENDED BY:
PAUL CHISHOLM, CHIEF EXECUTIVE OFFICER

Draft Board Workplan

Meeting Date	Tenant and Property Services	Human Resources and Governance	Finance
January 20, 2022	<ul style="list-style-type: none"> Year end Vacancy report 2021/2022 capital Project Status Report and Plan Internal Review Briefing Note 	<ul style="list-style-type: none"> 2021 Human Resources Annual Report CEO Workplan and Goal Setting Recruiting Committee - Director roles 2021 Risk Report (in Camera) 	<ul style="list-style-type: none"> City of London Insurance Program report and invoice IT Risk Assessment Report (in camera)
February 17, 2022	<ul style="list-style-type: none"> Update on Website refresh Vacancy Report 		<ul style="list-style-type: none"> 2021 unaudited financial results Q4 2021 Key Performance Indicators Business Case 2021 Year-End Reports
March 17, 2022	Holding for potential Board Workshop		
April 21, 2022	<ul style="list-style-type: none"> Q1 2022 Capital Project Update Report Vacancy Report 		<ul style="list-style-type: none"> Project Update - YARDI Property Management Software
May 19, 2022	<ul style="list-style-type: none"> Vacancy Report 		<ul style="list-style-type: none"> Q1 2022 financial results Q1 2022 Key Performance Indicators
June 16, 2022	<ul style="list-style-type: none"> Community Safety Unit Status Report and KPI Review Vacancy Report 	<ul style="list-style-type: none"> Organizational Structure and role overview 	
June 7 or 22	AGM Meeting at SPPC June 7 or 22	AGM Meeting at SPPC June 7 or 22	AGM Meeting at SPPC June 7 or 22
July 21, 2022	<ul style="list-style-type: none"> Q3 2022 Capital Project Update Report Vacancy Report Update on the Asset Management Plan 	<ul style="list-style-type: none"> CEO Performance Update 	<ul style="list-style-type: none"> Project Update - YARDI Property Management Software
August 18, 2022	<ul style="list-style-type: none"> Vacancy Report Update on Tenant Handbook 		<ul style="list-style-type: none"> Q2 2022 financial results Q2 2022 Key Performance Indicators 2023 Operating and Capital Budget Request Business Case Mid-Year Reports

Meeting Date	Tenant and Property Services	Human Resources and Governance	Finance
September 15, 2022	Holding for potential Board Workshop		
October 20, 2022	<ul style="list-style-type: none"> • Q1 2022 Capital Project Update Report • Housing Stability Case Coordinator - Briefing Note • Vacancy Report 	<ul style="list-style-type: none"> • Union relations Update 	<ul style="list-style-type: none"> • Annual Insurance Renewal - approval • Change in Accounting Standards and Practices
November 17, 2022	<ul style="list-style-type: none"> • Vacancy Report 		<ul style="list-style-type: none"> • Q3 2022 financial results • Q3 2022 Key Performance Indicators
December 15, 2022	<ul style="list-style-type: none"> • Tenant Advisory Committee - 2022 year-end report • Vacancy Report 	<ul style="list-style-type: none"> • Report on compensation increases for unionized staff and recommendations for increases for management and exempt staff • Collective Bargaining Plan (in camera) 	
Agenda Items Planned for Board Review but not yet scheduled	<ul style="list-style-type: none"> • Still need to confirm reporting frequency for Reimagine Southdale and CMHC Project • Planning underway for tenant survey need to understand timing • Update on Connectivity Tables • Community Partnership Update report • Updating lease • RFP and Capital Project awards as required 	<p>Policies Scheduled for Board review and Approval:</p> <ul style="list-style-type: none"> • Smoke free Workplace • Nepotism • Educational Assistance Policy • Dress Code • Employee Milestone Recognition • Inclement Weather Policy • Code of Conduct • Attendance Management • Ergonomics Policy <p>Polies requiring Annual Update:</p> <ul style="list-style-type: none"> • Health & Safety Policy • Workplace Violence, harassment and sexual harassment policy 	<ul style="list-style-type: none"> • Enterprise Risk Management • Updated IT Polices based on It Risk Assessment